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Item 9 of the provisional agenda*

ECONOMIC COMMISSION FOR AFRICA

Twenty-fourth session of the Commission/ Fifteenth meeting of the Conference of Ministers

Addis Ababa, Ethiopia
6-10 April 1989

Item 6 of the provisional agenda**

LE/NAIROBI

# STAFF AND ADMINISTRATIVE QUESTIONS

* E/ECA/TPCW.10/1.
** E/ECA/CM.15/1.

1. This report is submitted in accordance with Conference of Ministers resolution 242 (XI) of 23 February 1973 and a number of subsequent decisions relating to personnel and administrative questions which requested the Under-Secretary-General and Executive Secretary of the Economic Commission for Africa (ECA), to provide biennial reports on issues of general administration and personnel management of interest to member States.

2. The report covers action taken and progress made in implementing policy directives on ECA staff Africanization activities, career development, training, financial resources availability, and major building construction. The opportunity has been used to clarify the staffing structure and policy guidelines of the United Nations Secretariat. Detailed statistical information, to permit an assessment of the ECA secretariat's achievements in fulfilling the directives set forth by the Conference of Ministers at various sessions within the constraints of resources availability, has been provided in the annexes to this report.

3. The staffing structure of the United Nations Secretariat consists of two main categories:

(a) Posts of a continuing nature, whether established by decision of the General Assembly or funded from overhead resources;

(b) Posts of short-term duration, funded by extrabudgetary resources.

In the area of personnel, this paper concerns itself with Professional level posts in the first category which are subject to geographical distribution.

## Principle of geographical distribution

4. The United Nations policy guidelines on recruitment of this category of staff are contained in the Charter, particularly Articles 8 and 101. Article 101, paragraph 3 states that "the paramount consideration in the employment of the staff and in the determination of the conditions of service shall be the necessity of securing the highest standards of efficiency, competence and integrity. Due regard shall be paid to the importance of recruiting the staff on as wide a geographical basis as possible". In other words, the United Nations Charter provides for the recruitment of staff for ECA from countries outside the African region, so long as due regard is paid to the above principle. At any rate no more than 25 per cent of staff may be recruited outside the African region.

## Composition of the staff of the ECA secretariat

5. As regards the policy of staff Africanization, it should be reported that at the end of December 1988, 162 Professional posts subject to geographical distribution were held by Africans, as shown in Annex I A of the report, as compared to 158 in 1986. As for the total number of non-African professionals, it was 31 in 1986; currently, it is only 25. The proportion of African professionals as of 31 December 1988 over the total staff of ECA

stood at 72.7 per cent against 11.2 per cent for non-Africans. This leaves a balance of 16.1 per cent which accounts for the unencumbered posts. Efforts are being made to fill vacant posts either by redeployment of staff members from other parts of the Secretariat of the United Nations or by outside recruitment.

6. With regard to the General Service category, the number of posts occupied by Africans at the end of 31 December 1988 was 377 as against 16 from non-African countries at the same period; therefore, the proportion of African General Service staff members was 93.5 per cent against 4.0 per cent for non-Africans, and 2.5 per cent accounts for the unencumbered posts.

7. Annex IA shows that the number of African countries which are unrepresented in ECA secretariat has dropped to 10 as compared to 11 in 1986, i.e. Angola, Botswana, Cape Verde, Djibouti, Central African Republic, Guinea-Bissau, Morocco, Mozambique, Seychelles, and Sao Tome and Principe. It may be noted that Gabon which was not represented at all in the secretariat in 1986 is now represented.

8. However, as underlined in the Headquarters' instructions based on General Assembly resolutions, efforts are to be made to maintain a balanced geographical distribution among the staff of ECA, and consequently to have the above countries represented.

## Post reduction

9. During the period under review, there was a secretariat-wide reduction of posts as a result of the United Nations financial crisis and the implementation of the recommendation of the Group of High Level Intergovernmental Experts to review the efficiency of the administrative and financial functioning of the United Nations (the Group of 18) to reduce posts in the Organization as a whole by 15 per cent over three years, effective 31 December 1989. This exercise resulted in a reduction of 6.7 per cent of total posts in ECA secretariat representing 14 posts in the Professional category and 28 posts in the General Service category.

## Vacancy management and staff redeployment

10. As a corollary to the freeze on external recruitment introduced in March 1986 and extended through 1987 as a result of the financial crisis, a vacancy management and staff redeployment programme was introduced with the initial goal of helping to alleviate the vacancy situation of those Departments and Commissions of the secretariat with the highest vacancy rate through internal redeployment of staff. To date, the Vacancy Management System has evolved into a policy of systematic movement of staff as a means of career development and promotion as provided for in the guidelines for the implementation of vacancy management and staff redeployment programme. These guidelines were established in the Secretary-General's bulletin ST/SGB/221 of 22 December 1986 and Administrative Instruction ST/AI/338 of 22 December 1986 and addenda which set out the procedures for the vacancies announcements, the identification of candidates and the review of candidates by reviewing bodies.

## Training, staff development and career development

11. Occupational and language training activities continued to expand in 1987-1988. Staff members enrolled in Arabic, English and French regular language training courses numbered 544 in 1987 and 666 in 1988 respectively, while those enrolled in English and French shorthand courses numbered 88 in 1987 and 77 in 1988; those enrolled in occupational training courses, workshops and seminars numbered 55 in 1987 and 190 in 1988.

12. The areas covered by occupational training courses workshops and seminars included, induction and secretarial orientation courses, office management and administration, personnel procedures, rules, regulations and practices, planning, monitoring and evaluation of rural development projects/programmes, objective-oriented project planning, office innovation technology, ECA Mailing System and Data Bases. word processing, Tapes/3000 Library System and PC DOS.

13. The language courses include drafting and advanced writing in English.

14. A professional examination, G to P (for promotion from the General Service to the Professional category) and language Proficiency Examinations (LPE) for linguistic balance in the secretariat were organized for staff members in 1987 and 1988, providing opportunities for career development and advancement of individual staff members.

## Status of women in the ECA secretariat

15. The Secretary-General established in 1986 the Steering Committee for the improvement of the status of women in the Secretariat, in accordance with the action programme approved by the General Assembly at its fortieth session. The terms of reference of this committee are set out in ST/SGB/216 of 7 March 1986. This issue is presently an important item of the agenda of the United Nations.

16. Women are still inadequately represented at the top of the United Nations system. In the ECA secretariat women represent 11.5 per cent of staff in the Professional category. Although this is a progress as compared to only 7.5 per cent just over two years ago, the percentage still fell short of the target set by the General Assembly. ECA will endeavour recruiting qualified women including in positions of decision- and policy-making.

17. In line with the directives and circulars of the Secretary-General, particularly that of 2 November 1987, a monitoring system will be instituted to provide an overview of changes in the status of women and thus facilitate the formulation of corrective measures if and when required, to monitor the implementation of resolutions of the General Assembly with a view to making recommendations for the elimination of all forms of discrimination against women, to advise the Executive Secretary on steps that must be taken to implement the directives and circulars of the Secretary-General on the improvement of the status of women in the United Nations Secretariat.

## Financial resources

18. The financial situation of the Organization which was characterized by a crisis of unprecedented proportion in the biennium 1986-1987, improved significantly in the current biennium 1988-1989. Although the regular budget for the biennium 1988-1989 initially provided ECA with $US 44,234,600 compared with $US 46,063,300 voted under the 1986-1987 budget, allotments so far received amount to $US 51,207,200. In other words there has been an increase of $US 5,143,900 in regular budget resources between 1986-1987 and 1988-1989. Expenditures incurred by ECA in support of operational and substantive extrabudgetary activities stood at $US 25,435,712 in the 1986-1987 biennium compared with estimated expenditures of $US 33,638,320 for the biennium 1988-1989.

## Conference facilities

### A. Status and development of the construction project

19. Owing to the deferral of the construction project in 1986, work was suspended after completion of the architectural design competition and designation of the winning architect/engineer firm. During 1988 various steps have been taken in connection with the resumption of the project pursuant to the terms of General Assembly resolution 42/211 of 21 December 1987. Accordingly, the project is proceeding on the basis of the scope of facilities originally approved and as subsequently reflected in the design developed by the winning architect/engineer firm selected during 1986.

20. The activities undertaken during the first nine months of 1988 included the following:

(a) Contracts were negotiated with the quantity surveyor and with the architect/engineer selected during the architectural design competition in 1986. The consultants were briefed and development of the schematic design of the project commenced. Arrangements were made for a detailed topographic survey of the site and for soil investigations. There were discussions with the host Government regarding various details of the arrangements that would be necessary during the construction period. In addition, engineering consultants reviewed the various utility arrangements and connections for the project with the local authorities.

(b) Up-to-date project cost estimates using September 1988 construction costs in Addis Ababa and Europe were prepared by the quantity surveyor, based on the competition design and the latest available schematic design drawings. A projection was made of the related financial commitments that would be entered into until the completion of the project.

21. On the basis of activities undertaken during the first half of 1988 and as a result of discussions with the consultants, the following timetable was developed for implementation of the project at Addis Ababa:

| | |
|---|---|
| 1988 | |
| June-December | Schematic design and review of design drawings by the United Nations |
| 1989 | |
| January-November | Detailed design and preparation of tender documents by architect/engineer and quantity surveyor |
| July-October | Pre-qualification of general contractors |
| December | International tendering commences |
| 1990 | |
| January-February | International tendering continues |
| March-April | Evaluation of tender and award of construction contract |
| May-June | Mobilization begins, followed by construction period of 36 months |
| 1991-1992 | Construction continues |
| 1993 | |
| (Second half) | Completion of main construction followed by final testing, furnishing and commissioning of the building; Guarantee period and final payments |

B. Conference Services

22. From June 1987, the situation in the French Translation Unit became critical with only three translators remaining on board following the transfer to New York of two translators in addition to two others who left ECA in 1986.

23. Efforts were made in 1987, through many contacts with Headquarters at New York, to have replacements for translators who were transferred and ECA requested an exception to the freeze in recruitment measures and impressed its strong belief that those measures should not affect language staff. By the end of 1987, agreement was reached with New York for the recruitment of trainees from the Translation Training Programme for Africa which was conducted from 1979 to 1982. As a result, the French Translation Unit operates presently with six translators.

24. Equally, 1988 saw an improvement in the manning capacity of the Arabic Translation Unit which has now two regular staff members out of the three financed from the regular budget.

25. With regard to the English Translation Unit, its strength of three translators has been maintained, without giving rise to any serious problems. This was so, because about 80 per cent of the Commission's documents are written in English requiring no translation. For peak workload periods such as the period preparatory to, and the servicing of, the Conference of Ministers ECA still relies on temporary freelance assistance, in Arabic, English and French.

26. In conclusion, the period under consideration in this report is marked by an improving situation over the past year. The events considered in this report should be seen as a step towards a new situation in the secretariat. As a result of the restructuring of the Secretariat decided upon by the General Assembly on the basis of the report of the Group of 18, including the reduction of staff. ECA is making efforts aimed at adapting itself to the new challenging circumstances. The final goal of ECA is to have a streamlined staff and administrative structure which is more effective so as to pursue more vigorously its activities in favour of the social and economic development of Africa in the years ahead.

ANNEX I A

PROFESSIONAL POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION
AS OF 31 DECEMBER 1988
(AFRICANS)

| | USG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2/1 | Total ECA | Total UN | Desirable range |
|---|---|---|---|---|---|---|---|---|---|---|
| Algeria | - | - | 1 | 1 | - | - | - | 2 | 19 | 5-15 |
| Angola | - | - | - | - | - | - | - | - | 1 | 2-14 |
| Benin | - | - | - | 1 | - | 1 | 1 | 3 | 6 | 2-14 |
| Botswana | - | - | - | - | - | - | - | - | 1 | 2-14 |
| Burkina Faso | - | - | 1 | - | 3 | - | - | 4 | 6 | 2-14 |
| Burundi | - | - | - | - | 1 | 2 | 2 | 5 | 6 | 2-14 |
| Cameroon | - | 1 | 1 | - | 2 | 2 | - | 6 | 8 | 2-14 |
| Cape Verde | - | - | - | - | - | - | - | - | 1 | 2-14 |
| Central African Republic | - | - | - | - | - | - | - | - | 1 | 2-14 |
| Chad | - | - | - | - | 1 | 2 | - | 3 | 4 | 2-14 |
| Comoros | - | - | - | - | - | 1 | 1 | 2 | 2 | 2-14 |
| Congo | - | - | - | 2 | 1 | 2 | - | 5 | 8 | 2-14 |
| Côte d'Ivoire | - | - | - | - | 2 | 1 | 3 | 6 | 11 | 3-14 |
| Djibouti | - | - | - | - | - | - | - | - | 1 | 2-14 |
| Egypt | - | - | - | 1 | 1 | - | - | 2 | 12 | 4-14 |
| Equatorial Guinea | - | - | - | - | - | - | 1 | 1 | 2 | 2-14 |
| Ethiopia | - | - | - | 3 | 2 | 2 | 3 | 10 | 25 | 3-14 |
| Gabon | - | - | - | - | - | - | 1 | 1 | 2 | 2-14 |
| Gambia | - | - | - | 2 | - | 1 | - | 3 | 8 | 2-14 |
| Ghana | - | - | 1 | - | 1 | 2 | 1 | 5 | 17 | 3-14 |
| Guinea | - | - | - | 2 | - | - | - | 2 | 7 | 2-14 |
| Guinea-Bissau | - | - | - | - | - | - | - | - | - | 2-14 |
| Kenya | - | - | 1 | 1 | 2 | - | - | 4 | 13 | 3-14 |
| Lesotho | - | - | - | - | - | 1 | 1 | 2 | 7 | 2-14 |
| Liberia | - | - | - | - | 3 | 1 | - | 4 | 10 | 2-14 |
| Libyan Arab Jamahiriya | - | - | 1 | - | - | - | - | 1 | 6 | 2-14 |
| Madagascar | - | - | - | 1 | 3 | 1 | 2 | 7 | 10 | 2-14 |
| Malawi | - | - | 2 | 1 | 3 | 1 | - | 7 | 7 | 2-14 |
| Mali | - | - | - | 1 | 5 | 4 | - | 10 | 10 | 2-14 |
| Mauritania | - | - | - | - | - | 1 | - | 1 | 4 | 2-14 |
| Mauritius | - | - | - | 1 | 2 | - | - | 3 | 15 | 2-14 |
| Morocco | - | - | - | - | - | - | - | - | 11 | 2-14 |
| Mozambique | - | - | - | - | - | - | - | - | 1 | 2-14 |
| Namibia | - | - | - | - | - | - | - | - | - | 2-14 |
| Niger | - | - | - | - | 1 | 1 | - | 2 | 4 | 2-14 |
| Nigeria | 1 | - | 1 | 2 | 1 | 1 | - | 6 | 15 | 8-17 |
| Rwanda | - | - | - | - | - | 2 | - | 2 | 3 | 2-14 |
| Sao Tome and Principe | - | - | - | - | - | - | - | - | - | 2-14 |
| Senegal | - | - | 1 | 1 | 1 | 6 | 1 | 10 | 12 | 2-14 |
| Seychelles | - | - | - | - | - | - | - | - | 2 | 2-14 |
| Sierra Leone | - | - | - | 1 | 3 | - | - | 4 | 14 | 2-14 |

Annex I.A (cont'd)

| | USG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2/1 | Total ECA | Total UN | Desirable range |
|---|---|---|---|---|---|---|---|---|---|---|
| Somalia | - | - | - | - | 1 | 1 | - | 2 | 12 | 2-14 |
| South Africa | - | - | - | - | - | - | - | - | 11 | 9-19 |
| Sudan | - | - | 1 | - | 3 | 2 | - | 6 | 10 | 3-14 |
| Swaziland | - | - | - | - | - | 3 | - | 3 | 5 | 2-14 |
| Togo | - | - | - | - | 1 | 1 | 1 | 3 | 8 | 2-14 |
| Tunisia | - | - | - | - | 1 | - | - | 1 | 20 | 3-14 |
| Uganda | - | - | - | - | 3 | 1 | - | 4 | 13 | 3-14 |
| United Republic of Tanzania | - | - | - | 1 | 6 | - | - | 7 | 18 | 3-14 |
| Zaire | - | - | 1 | - | 3 | 3 | - | 7 | 10 | 3-14 |
| Zambia | - | - | - | 1 | 1 | 2 | - | 4 | 10 | 2-14 |
| Zimbabwe | - | - | - | 1 | - | 1 | - | 2 | 4 | 3-14 |
| Total | 1 | 1 | 12 | 24 | 57 | 49 | 18 | 162 | 410 | |

ANNEX I B

PROFESSIONAL POSTS SUBJECT TO GEOGRAPHICAL DISTRIBUTION
AS OF 31 DECEMBER 1988
(NON-AFRICANS)

| Country | USG | D-2 | D-1 | P-5 | P-4 | P-3 | P-2/1 | Total |
|---|---|---|---|---|---|---|---|---|
| Bangladesh | - | - | - | 1 | - | - | - | 1 |
| Belgium | - | - | - | 1 | - | 1 | - | 2 |
| Brazil | - | - | - | 1 | - | - | - | 1 |
| Bulgaria | - | - | - | 1 | - | - | - | 1 |
| Canada | - | - | - | 1 | 1 | - | - | 2 |
| Chile | - | - | - | - | - | - | 1 | 1 |
| France | - | - | - | - | - | 1 | - | 1 |
| Germany, Federal Republic of | - | - | - | - | 3 | - | - | 3 |
| Jamaica | - | - | - | - | - | 1 | - | 1 |
| Lebanon | - | - | - | - | - | - | 1 | 1 |
| Spain | - | - | - | - | 1 | - | - | 1 |
| Sweden | - | - | - | - | - | - | 1 | 1 |
| United Kingdom | - | - | - | 1 | - | - | 1 | 2 |
| United States of America | - | - | - | - | - | 2 | - | 2 |
| USSR | - | - | - | 1 | 2 | - | 1 | 4 |
| Western Samoa | - | - | - | - | - | 1 | - | 1 |
| Total | - | - | - | 7 | 7 | 6 | 5 | 25 |

ANNEX I C

ALLOCATION OF EXPERT POSTS IN ECA AMONG AFRICAN STATES
AS OF 31 DECEMBER 1980

| Country | L-7 | L-6 | L-5 | L-4 | L-3 | L-2/1 | Total |
|---|---|---|---|---|---|---|---|
| Algeria | - | 1 | - | - | - | - | 1 |
| Benin | - | - | 1 | - | - | - | 1 |
| Cameroon | - | - | 1 | 3 | 1 | - | 5 |
| Congo | - | - | - | - | 2 | - | 2 |
| Côte d'Ivoire | - | - | - | - | 1 | - | 1 |
| Egypt | - | 1 | - | - | - | - | 1 |
| Ethiopia | - | - | 3 | - | 3 | 8 | 14 |
| Gambia | - | - | - | 1 | - | 1 | 2 |
| Ghana | - | - | 2 | 3 | - | 1 | 6 |
| Guinea | - | - | 1 | - | - | - | 1 |
| Kenya | - | - | 2 | 1 | - | 1 | 4 |
| Lesotho | - | - | 1 | - | - | - | 1 |
| Libyan Arab Jamahiriya | - | - | - | 1 | - | - | 1 |
| Malawi | - | - | - | - | 1 | - | 1 |
| Mali | - | - | 1 | 2 | 1 | - | 4 |
| Niger | - | - | 1 | - | - | - | 1 |
| Nigeria | - | 1 | 3 | 2 | - | - | 6 |
| Senegal | - | - | - | 1 | 1 | 2 | 4 |
| Sierra Leone | - | - | - | 1 | - | - | 1 |
| Somalia | - | - | - | - | - | 1 | 1 |
| Togo | - | - | - | 1 | 1 | 1 | 3 |
| Tunisia | - | 1 | - | - | - | - | 1 |
| Uganda | - | - | 1 | - | - | - | 1 |
| United Republic of Tanzania | - | - | - | - | 1 | - | 1 |
| Zaire | - | - | 1 | - | 2 | - | 3 |
| Zimbabwe | - | - | 1 | - | - | - | 1 |
| Total | - | 4 | 19 | 16 | 14 | 15 | 68 |

ANNEX I D

ALLOCATION OF EXPERT POSTS AMONG NON-AFRICANS
AS OF 31 DECEMBER 1968

| Country | L-7 | L-6 | L-5 | L-4 | L-3 | L-2/1 | Total |
|---|---|---|---|---|---|---|---|
| Australia | - | - | 1 | - | - | - | 1 |
| Finland | - | - | - | - | - | 1 | 1 |
| France | - | - | - | - | - | 1 | 1 |
| Germany, Federal Republic of | - | - | 1 | - | - | - | 1 |
| India | - | - | 3 | 2 | - | - | 5 |
| Netherlands | - | - | 1 | - | - | - | 1 |
| Spain | - | - | - | - | 1 | - | 1 |
| United States of America | - | - | 1 | - | - | - | 1 |
| Yugoslavia | - | 1 | - | - | - | - | 1 |
| Total | - | 1 | 7 | 2 | 1 | 2 | 13 |

ANNEX II A

GENERAL SERVICE POSTS IN ECA OCCUPIED BY AFRICANS
AS OF 31 DECEMBER 1989

| Country | Posts |
|---|---|
| Benin | 1 |
| Burundi | 1 |
| Cameroon | 6 |
| Chad | 1 |
| Côte d'Ivoire | 1 |
| Egypt | 1 |
| Ethiopia | 320 |
| Ghana | 2 |
| Liberia | 1 |
| Madagascar | 2 |
| Mali | 2 |
| Mauritius | 1 |
| Morocco | 4 |
| Namibia | 1 |
| Niger | 5 |
| Nigeria | 2 |
| Rwanda | 2 |
| Senegal | 2 |
| Sierra Leone | 1 |
| Somalia | 1 |
| South Africa | 2 |
| Sudan | 1 |
| Tunisia | 2 |
| Uganda | 5 |
| United Republic of Tanzania | 3 |
| Zaire | 4 |
| Zambia | 3 |
| Total | 377 |

ANNEX II B

GENERAL SERVICE POSTS IN ECA OCCUPIED BY NON-AFRICANS
AS OF 31 DECEMBER 1969

| Country | Posts |
|---|---|
| Australia | 1 |
| Canada | 1 |
| France | 2 |
| Germany, Federal Republic of | 1 |
| India | 3 |
| Italy | 1 |
| Jamaica | 2 |
| Lebanon | 1 |
| Philippines | 2 |
| Switzerland | 1 |
| United Kingdom | 1 |
| Total | 16 |

ANNEX III

ESTABLISHED POSTS IN THE REGULAR BUDGET
(ECONOMIC COMMISSION FOR AFRICA - SECTION 13)
AS OF 31 DECEMBER 1988

| Category and level | 12/1988 |
|---|---|
| USG | 1 |
| ASG | - |
| D-2 | 1 |
| D-1 | 18 |
| P-5 | 39 |
| P-4 | 58 |
| P-3 | 76 |
| P-2/1 | 30 |
| TOTAL PROFESSIONAL POSTS | 223 |
| LOCAL LEVEL | 403 |
| GRAND TOTAL | 626 |